Giving and Receiving Feedback for Performance Improvement

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CM10
5/3/2018
11:15 AM
What is feedback?

Information you receive in response to actions or behaviors you have taken or have shown others.
Effective feedback

• Provides useful information to others
• Allows you to replicate and improve performance
• Is developmental in nature
• Is direct
• Is behavioral
• Is non-judgmental

Why give feedback?

• Improve performance
• Improve relationships
• Prevent problems
• Encourage others
• Reinforce values
• What else?
When to give feedback?

When might you need to give or receive feedback?

Why not wait until the annual review?

How might different generations perceive feedback?

What are some obstacles to giving feedback?
Benefits of feedback (giving and receiving)

What are some benefits of integrating ongoing feedback into your team?

Giving Feedback – SBI Model

- Situation
- Behavior
- Impact
Giving Feedback – SBI Model

- **Situation** – time, place, situation
- **Behavior** – specific behavior. Facts.
- **Impact** – impact on you and others.

Behavior is:
- Observable actions
- Verbal comments
- Written work product
- Client service issues - responsiveness
- Nonverbal behavior and signals

SBI is not

- Judgment
- Venting, blaming or shaming
- Attribution of motive or intent
- Inferences
- Opinions
- Advice
Situation

- Anchors feedback in time and place
- Helps person to whom the feedback is given understand the context

Examples:
- This afternoon when you dropped the draft document on my desk…
- Monday while we were walking to the meeting …

Behavior

- Helps the person receiving feedback to know specifically how they behaved (or perceived how they behaved).
- Describe as if there was a video recording
- Things that you say or do (or don’t say or do)

Examples:
- This afternoon when you dropped the draft document on my desk, I noticed that there were a number of typos and grammar mistakes…
- Monday while we were walking to the meeting, you loudly made a joke about a mistake I made in the finance report…
Impact

• Thoughts, feelings and actions we take as a result of other people’s behaviors
  • Emotionally
  • Impact on the task
  • Impact on the group

• The focus is on you, the feedback giver
• Avoid using “you” words. Focus on "I" statements
• Start with, “I felt” or “I was” …

Impact Examples

• This afternoon when you dropped the draft document on my desk, I noticed that there were a number of typos and grammar mistakes, and it was frustrating to me knowing that I had to carefully proof it again at the end of the day.

• Monday while we were walking to the finance meeting, you loudly made a joke about a mistake in my quarterly report. I was embarrassed and felt devalued.
Example

“Chris, at the end of the team meeting this morning (situation), you gave a summary of the key action steps we had discussed (behavior). I was really glad you did that (impact on me) and it seemed to bring a good sense of closure to the meeting (impact on others).”

Instead of:
“Chris – nice meeting today. Thanks.”

Example

“Pat, during our conference call yesterday (situation), I noticed that you interrupted others and me on several occasions (behavior). I felt frustrated at times (impact on me) and I sensed that others were starting to get irritated by it as well (impact on others).”

Instead of:
“Pat – you were really rude yesterday.”
Not Impactful

“I noticed that you were friendly”
   – interpretation or judgment

“I thought you were intimidating”
   - what was the behavior? How did it make you feel?

“How could you miss those typos? What were you thinking?”
   - what was the impact?

Become a student of human behavior

Look for behavior you want to encourage:
• Checking in on the well being of others
• Checking work product, fixing typos
• Checking for completeness
• Responsiveness, clear and frequent communication
• Anticipating needs
• Listening
• Leading
• Encouraging
• Taking responsibility
• Offering help
• Going extra mile
• Showing appreciation
• Involving people in process
• Improving process
• What else?
Become a student of human behavior

Look for behavior that doesn’t help the team:

- Not checking your work before you send it on
- Inadequate responsiveness
- Not being prompt
- Interrupting
- Spreading rumors
- Arriving late to meetings
- Inappropriate technology behavior
- Avoiding conflict
- Leaving early when there is work to do
- What else?

Task based behavior

Examples: Writing a brief Drafting an agreement
Typing a letter Compiling closing binder

Feedback is developmental
Goal is consistent improved performance

- Focus on impact
- Explain why it matters
- Ask for ideas on how might you do it differently
- Talk about what might be done differently next time
Positive Impact Words

Satisfied  Excited  Cherished  Calm  Fulfilled  Settled  Kind  Happy  Agreeable  Affectionate
Bold  Gratified  Amiable  Glad  Content  Free  Intrigued  Enchanted  Impressed
Relaxed  Caring  Refreshed  Enjoyed  Mesmerized  Determined  Alert  Admired
Generous  Inspired  Rewarded  Mesmerized  Enchanted
Comforted  Desirous  Intrigued  Awe  Charmed
Joyful  Challenged  Delighted  Peaceful  Energetic  Welcome  Infatuated
Safe  Wonderful  Capable  Attracted  Friendly
Ecstatic  Fascinated  Enthused  Amused  Lively
Confident  Helpful  Fearless  Cheerful  Enhanced
Powerful  Tender  Mellow  Lively  Eagel
Pleased  Warm

Negative Impact Words

Pain  Fearful  Stressed  Angry  Stupid  Restless
Weak  Uncertain  Panicked  Shocked
Pressured  Distracted  Confused  Defeated
Trapped  Unhappy  Persecuted  Uneasy
Quarrelsome  Irritated  Frightened  Vulnerable
Low  Overwhelmed  Flustered  Suspicious
Different  Uncertain  Melancholy  Longing  Exasperated
Ambivalent  Lonely  Discontented  Rejected
Abandoned  Bored  Scared  Disturbed
Troubled  Tense  Guilty  Empty  Jealous
Bitter  Griev
Tired  Diminished  Skeptical  Tired

Ober  Nervous  Worried  Odd
Frantic  Anxious  Cheated  Out
Isolated  Remorse  Envious
Giving Feedback

- Consider why you want to give feedback
- Ask permission: “is this a good time?”
- Talk about issues over which the individual has control
- Give both positive and critical feedback, but use the 4:1 rule as a guide (4 positive to 1 critical)
- Report on specific observable behavior, not conclusions
- Avoid inferences and interpretations
- Avoid loaded terms and inflammatory labels
- Separate opinions and perceptions from facts
- Communicate acceptance
- Be honest, kind, sincere and warm
- If requested, identify ways to improve performance
### Receiving Feedback

- Consider it a gift
- Ignorance is not bliss - it is better to know than not know
- Listen carefully – practice attentive listening
- Paraphrase what you hear to check your perceptions
- Ask questions for clarifications
- Mentally note questions or disagreements
- Carefully evaluate the accuracy and its potential value
- Is this something you’ve heard before from others?
- Ask for suggested solutions for change
- Make moderate changes and evaluate outcomes
- Thank the person for giving the feedback, regardless of how difficult it is to hear
- Ask for feedback frequently to improve performance improvement and relationships

### Receiving feedback - Do’s

- Explain SBI – “can you picture an event in your mind, describe where we were, what I did and how you felt about it?”
- Let the person finish what he or she is saying
- Try to paraphrase for clarity
- Ask clarifying questions
- Ask for specifics
- Ask for alternatives to your behavior
- Pay attention to non-verbal's
- Thank the person for the feedback
Receiving feedback – Don’t…

- Become defensive or explain your behavior
  - Listening is more productive than mobilizing your defenses
- Interrupt the other person
- Be afraid to allow pauses and silence when you receive feedback. Some people need time to organize their thoughts.
- Ask the person to defend her or his opinion
- Seek feedback from your fan club only

Active Listening

The word "LISTEN" in Chinese

Ears

Eyes

One - Undivided attention

King

Heart
Active Listening Process

- Pay Attention
- Hold Judgment
- Reflect
- Clarify
- Summarize
- Share

Practice

Think of two situations where you need to give someone feedback – one positive, one constructive.

Plan out and practice your feedback session using the SBI model.

- Specific
- Behavior
- Impact
Questions?

Discussion?
Business Development
Leadership
Change and Innovation

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Your opinion matters!

Please take a moment now to complete the evaluation.

Thank You!